

# STRATEGIC PLANNING 2018-2023

Version 1.0 - April 2018



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# 1. Introduction

Created in January 2016, Dimmons.net is one of the ten research groups of the Internet Interdisciplinary Institute (IN3), a research center of the Open University of Catalonia (UOC). Dimmons group research focuses on socio economic innovation connected to digital technologies, and more concretely, on the collaborative economy and the Commons.

This is a report of the strategic planning process of Dimmons, which has been developed adopting a co-designed approach. Involving the diversity of its group's members and network of close collaborators, as well as other representative stakeholders, the goal has been to establish the strategic objectives for the research group from 2018 to 2023. This strategic planning of Dimmons follows the previous strategic planning of the IN3<sup>1</sup> and the UOC in 2016<sup>2</sup>.

The development of the co-designed process, as well as this report, has been guided by Mayo Fuster (Dimmons's director) and it's part of a case study developed for the PhD project of Enric Senabre on co-creation methodologies applied to research innovation. In this sense the design of Dimmons, and this strategic planning, could be conceived as a meta-research process. As a process of design and implementation of a research group in order to tackle and reflect on: *"What are the organizational logics and strategies that favor the impact and resilience of research groups in a context of profound changes due to the transition to the Knowledge Society?"*. We developed this approach as an action-research looking for inspiration in the the precise area we are expert on: collaborative production. Thus, a secondary meta-research questions is: *"How far methodological innovations on collaborative production could provide guidelines and solutions to design resilient and successful research groups today?"*.

The organization of this report is twofold: First, a chapter presenting the state of the art on strategic planning for research and its connection with key issues in open science and transdisciplinarity, as well as an explanation of the methodology adopted. Secondly, a sequenced description of the strategic planning outputs, from the departing points of the group to the collaborative analysis, followed by the establishment of strategies around the agreed common goals.

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<sup>1</sup> URL: <https://www.uoc.edu/portal/en/in3/coneix/pla-estrategic/index.htm>

<sup>2</sup> URL: <http://www.uoc.edu/portal/en/universitat/pla-estrategic/index.html>

## 2. State of the art, inspiration and methodological approach

### 2.1 State of the art on strategic planning for research

Despite the current competition between academic institutions for resources and prestige adopting evaluation systems, ranking mechanisms and performance indicators (Ordorika & Lloyd, 2015), there's little evidence on successful strategies and practices of research management (Derrick & Nickson, 2014). Specially when it comes to the additional need to adapt the production of scientific knowledge to collaborative and interdisciplinary approaches (Gibbons et al., 1994), in a context of networked academic organisations and researchers (Wang & Hicks, 2015) and the "participatory turn" of science (Jasanoff, 2003). In that sense, strategic planning seems one of the possible elements that can contribute to better management practices in scientific institutions (Wilbon, 2012), since collaborative practices in research need to balance flexibility with structured decision-making processes, as well as autonomy with shared long-term vision (Vom Brocke & Lippe, 2015).

This seems especially important in times of a needed merging in a Academia between Open Science approaches and wider Open Knowledge practices (Sidler, 2014), as well as the opportunity to explore dynamics of participative open innovation in research (Schildhauer & Voss, 2014). However, among the current challenges related to strategy and long term goals for scientific activity, we can find from individual and systemic obstacles for research openness (Scheliga & Friesike, 2014) to the recurrent crisis on the competition for impact factors and publication pressure (Binswanger, 2014). Beyond that, another relevant issue nowadays is the concept of scientific impact itself, when different voices and foundational discussions argue the key importance of the social dimension. This is the base of well-known positions in literature about action-research (Reason & Bradbury, 2008), transdisciplinarity (Pohl, 2017) or more recent phenomena like citizen science (Bonnesy et al., 2014). Moreover, social impact of research in different dimensions it's also at behind transnational and institutional movements connecting research activity with the Sustainable

Development Goals (SDG) or with Responsible Research and Innovation (RRI) principles. SDG are a collection of 17 global goals set by the United Nations<sup>3</sup> for addressing urgent issues like poverty, education, gender equality, energy, environment or social justice, among others (Griggs et al., 2013), which has derived also recently in specific recommendations and strategies for universities (SDSN Australia/Pacific, 2017). On the other hand, RRI<sup>4</sup> is a multidisciplinary approach promoting the involvement of stakeholders and civil society in scientific activities for developing more inclusive innovation processes (Owen et al., 2012). That is, considering its social impact to foster civic engagement with the architectural features of technology-driven innovation and scientific activity (Ribeiro et al., 2016).

Although there is scarce academic literature about strategic planning connected to the issues mentioned above, some studies cover how it has gained some popularity in the general operation of universities (Holliman et al., 2015; Srinivasa et al., 2015; Dooris, 2004), also with openness and participative approaches (Amrollahi & Rowlands, 2017). More specific studies about the application of strategic thinking in research cover how it has been implemented in R&D processes in firms (Bemelmans, 1979), in aeronautic research (Burke et al., 1985), in research teams in the health sector (Leischow et al., 2008), in global initiatives of medical research (Berkley, 2010), in strategic collaboration within scientific centers (Arnold et al., 1998; Gray, 2008; Boardman & Gray, 2010), or in administrative management of research (Drummond, 2003).

Interesting case studies about achieving more collaborative and participative consensus for strategically planned research agendas cover how to combine online tools and offline sessions during the process (Wilbon, 2012), or how to engage iteratively different academic communities of practice around research strategic planning (Best et al., 2015). Sá and Tamtik (2012), on the other hand, point to the diversity of approaches and perceptions from academics about the research mission, usually constrained by the broader social and organizational structures of universities and the complex nature of the research enterprise.

## 2.2 Inspiring principles and examples

Following principles and practices of participatory design (Spinuzzi, 2005), as well as the need to combine different methods for effective strategic planning (Wilson,

<sup>3</sup> More info:: <http://www.un.org/sustainabledevelopment/sustainable-development-goals/>

<sup>4</sup> More info: [https://en.wikipedia.org/wiki/Responsible\\_Research\\_and\\_Innovation](https://en.wikipedia.org/wiki/Responsible_Research_and_Innovation)

1994), Dimmons approach sequenced the organic and iterative development of the process inspired by the four visual stages of a strategic plan as defined by Eppler & Platts (2009): Analysis, Development, Planning and Implementation (see Figure 1). This approach to co-design was based on the evidence of the importance of design features and social mechanisms for strategic planning success (Barzelay & Jacobsen, 2009), as well as decentralised approaches for higher engagement and performance in dynamic environments (Andersen, 2004). Aimed at benefiting from design thinking methodologies that have proven to improve participant engagement in research (Senabre et al., 2018), the process established different visual techniques at each stage needed for effective participation in a cross-disciplinary context.

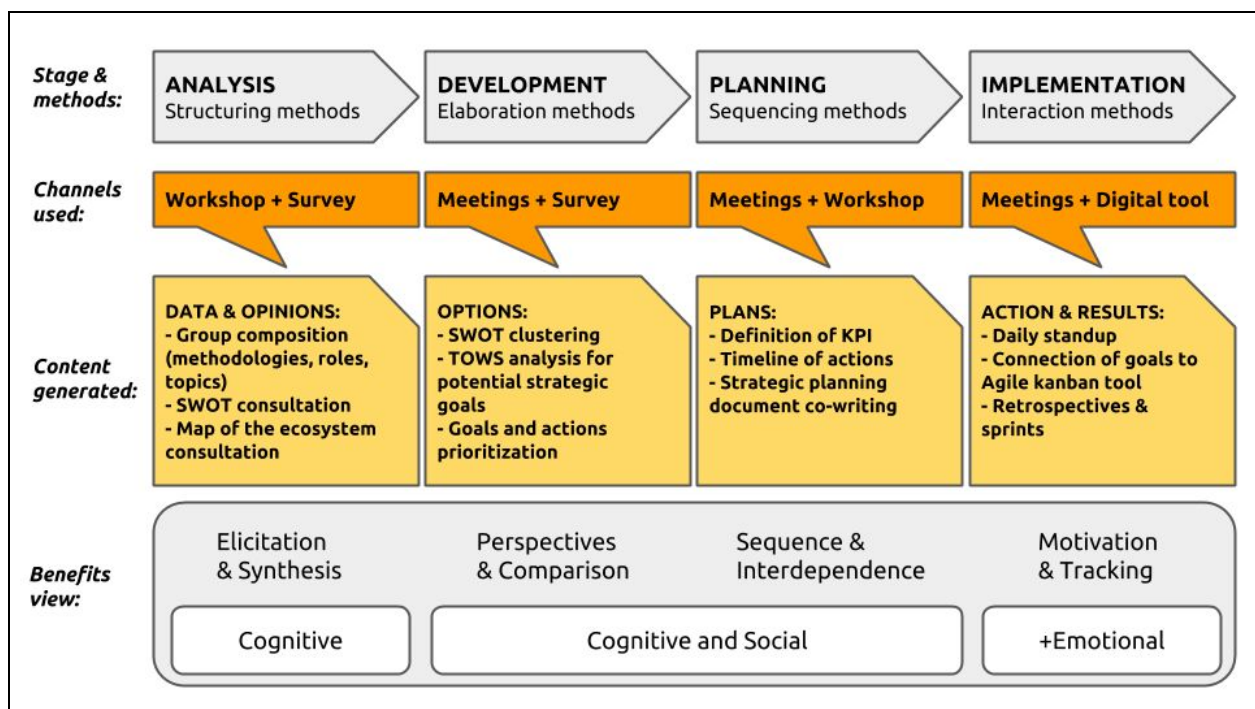


Figure 1: Sequence based on the framework for visual strategizing of Eppler and Platts (2009)

Another inspirational principle has been the concept of participation as ecosystem (Fuster-Morell, 2010), considering Dimmons as a “research ecosystem” which holds several forms and degrees of involvement. During the process, it has been the leading concept for several degrees and forms of involvement, in order to take advantage of an ecosystemic approach.

Besides the mentioned references for benchmarking the group’s strategic objectives (IN3, UOC, SDG and RRI), for this collaborative exercise of long-term strategic planning, examples of inspiration in the academic and practitioner context were:

- 
- University of South Florida Strategic Research Plan 2017-2021:  
<http://www.usf.edu/research-innovation/documents/about-usfri/research-strategic-plan.pdf>
  - Polytechnique Montréal strategic plan for research and innovation 2011-2016:  
[http://www.polymtl.ca/recherche/doc/Planstrategiquesansannexes\\_ANGL.pdf](http://www.polymtl.ca/recherche/doc/Planstrategiquesansannexes_ANGL.pdf)
  - McGill University Strategic Research Plan 2013-18:  
<https://www.mcgill.ca/research/about/srp>
  - Brown University Strategic Research Plan 2016-2021:  
<https://www.brown.edu/research/conducting-research-brown/about-office/strategic-plan>
  - University Of British Columbia - Okanagan Strategic Research Plan 2009-2015:  
<https://strategicplan.ubc.ca/the-plan/research-excellence/>

Beyond academic strategic planning, we can also point to innovation in strategic thinking in other type of organizations. In this regard the collaborative and sharing economy fields, area of expertise of Dimmons, are particularly rich. Creative strategic planning have a paradigmatic case in Wikipedia, involving one of the larger online communities in a commons process of collaborative planning, or in Shareable and its wide consultation and feedback process around the publication's strategy.

- Wikimedia Strategy 2015-2030:  
[https://meta.wikimedia.org/wiki/Strategy/Wikimedia\\_movement/2017](https://meta.wikimedia.org/wiki/Strategy/Wikimedia_movement/2017)
- Shareable Strategic Plan 2017-2019:  
<https://www.shareable.net/blog/a-new-path-for-shareable>

## 2.3 Methods and steps of the co-created planning

As mentioned above, the strategic planning of Dimmons has been shaped taking into consideration several reference frameworks. On the one hand, the immediate University context hosting Dimmons, that is, taking into account the strategic planning of IN3 and the broader one of UOC. On the other hand, as referenced in the introduction, matching and contrasting its different strategic objectives with the Sustainable Development Goals (SDG) and Responsible Research and Innovation (RRI) principles, also references for a positive evolution of research.

Departing from the methodological framework developed by Eppler & Platts (2009), but adapting it to a co-creation sequence that also had as guiding principle several co-creation principles (Sanders & Stappers, 2008), the sequence followed during the



process of the strategic planning was the following one (described for each area in the following sections of this document) which comprised 3 co-creation sessions, 3 core team meetings and 2 online surveys:

Area	Method	Channel	Participants
<b>Research agenda</b>	Lightning talks	Offline meeting	First co-creation session: Core team + Community members (16 people)
<b>Research approaches</b>	DIY accreditations	Offline meeting	
<b>Areas of interest in research</b>	Lightning talks + Tagcloud	Offline meeting & Online	
<b>Methodological orientations</b>	Dotmocracy	Offline meeting	
<b>Competitive analysis</b>	Shared document	Online	Core team (2 people)
<b>Dimmons mission and guiding principles</b>	Survey #1 + Discussed edition	Online & Offline meeting	Second co-creation session: Core team + Community members (10 people)
<b>Map of the ecosystem</b>	Diagram + Survey #2	Offline meeting & Online	
<b>SWOT analysis</b>	Survey #2 + Card clustering	Offline meeting & Online	
<b>Strategic objectives</b>	Brainstorming + Shared document	Online	Core team (4 people)
<b>Actions and key performance indicators (KPI)</b>	Shared document + Survey #3 (for prioritisation & validation)	Offline meeting & Online	Core team + Community members (10 people)
<b>Roadmap and yearly planning</b>	Shared document + paper timeline	Offline meeting & Online	Third co-creation session: Core team + Community members (8 people)



The first co-creation session via different participative design techniques focused on mapping affinities and sensitivities, experience in methods and research approaches (visualizing methodological affinities) as well as personal interests of research, via different methods for eliciting and discussing contributions from participants. All the data generated during this first analysis stage of the strategic planning, concerning the group composition, allowed on the one hand to identify and map clearly opinions, basic assumptions and implicit understandings that needed to be surfaced, and on the other one to initiate the co-creation of the strategic planning with enough openness and implication of participants.



*Different moments and materials used for the workshop sessions with the research team*

That first session was followed by a survey among the core team and different collaborators of the group (Dimmons Community) where they could contribute prior to the second co-creation session providing information from their perspectives and points of view about connections in the ecosystem, desired elements for the group's mission and guiding principles, and suggest points related to its strengths, weaknesses, opportunities and threats.

The second co-creation session departed from the first survey results in order to engage in a broader discussion about the mission and guiding principles, which were

discussed and re-edited offline during the debate. That second session also adopted a card sorting technique for clustering the survey results about strengths, weaknesses, opportunities and threats and identify and discuss the main ones. Finally, a first version of the map of Dimmons ecosystem was also drafted and discussed in that session.

The second survey took place once there was a first draft of strategic goals and actions generated by the core team via several meetings and online iterations. They were the base for an online poll that invited the broader network of collaborators to identify priorities, comment and validate the strategic goals and related actions in each case.

Finally, a third co-creation session to discuss the general outputs of the strategic planning, discuss and confirm the sequenced planning of actions until 2023 as a roadmap. This way, after combining at the methodological level offline co-design sessions with online surveys and discussions, the results of the process can be integrated to the group's day-to-day operations in order to align the strategic objectives and derived goals with the Agile management of tasks, adopted by the group since its beginning. This requirement had to do with the need to connect during the implementation phase the strategic plans with managerial practices (Poister, 2010).

## 3. Dimmons co-designed strategic planning

Reflecting the structure of some of the examples and references from the review on the state of the art of research strategic planning, the strategic plan of Dimmons has been developed in accordance with the following elements, which in different order were addressed in the described overlapping co-creation stages:

### DEPARTING POINTS:

- Dimmons Mission
- Guiding principles
- Research agenda
- Group composition
- Methodological approaches
- Map of the ecosystem
- Coordination and routines

### COMPETITIVE AND SWOT ANALYSES:

- Competitive analysis
- SWOT analysis

### STRATEGIC PLANNING:

- Strategic objectives & goals
- Key performance indicators (KPI)
- Action plan for next 5 years

### 3.1 Departing points

## Dimmons mission

*«Fostering socioeconomic innovation through research, methodological experimentation and action for a commons oriented society»*



## Guiding principles

Dimmons guiding principles include: Research excellence and quality, Action orientation, Transdisciplinarity, Methodological pluralism and experimentation, Open knowledge, Transparency, Knowledge co-creation, and Glocalism.

**Research excellence and quality:** High research performance, talent, and rigor.

**Action oriented:** Oriented to **impact action and advance change** in the resolution of **social challenges** and taking advances of societies opportunities.

- Research to inform and improve the design of organizational processes, economic models, policies, legal frames and technology.
- Aiming at economic impact of research, favouring the exploration of results and a system transition towards an economy that puts people in the center.
- Promoting an empowering and sustainable relation with technology.

**Transdisciplinary** to tackle challenges and opportunities from diverse perspectives.

- **Mission oriented research** more than method or disciplinary oriented.
- Considering socioeconomic, gender, environmental **perspectives**.

**Methodological pluralism and experimentation:** Intensive use of cocreation, collaborative, visual and data oriented methods. **Research management innovation:** exploring agile methods, mutual care and gender dynamics, among others.

**Open knowledge**

- Lean approach, reproducibility and multi targets communication.
- 100% publications in **open access**.
- Publication of **open data** and research toolkits.

**Transparency:** Public, transparent and accountable processes regarding partners, impact and sources of funding.

**Knowledge co-creation:** Openness as part of a co-creation ecosystem (versus closed group “Ivory tower style”).

- Favoring an ecosystem of **plural modes of engagement**.
- Intense effort dedicated to disseminate and **create relations and feed community building** (meetings, collaborations, events).
- Collaborations with civil society, policy makers, economic actors and other research institutions.

**Glocal:** Global and local alliances, perspective and links to Barcelona, Catalonia and internationally.

## Research agenda

The Dimmons group research is focus on socio economic innovation connected to the challenges and opportunities open up by the digital revolution sphere, and more concretely, on collaborative economy and the commons. Other terms adopted on certain occasions to refer to these topics are social innovation, common based peer production (CBPP), platform/open cooperativism, or sharing economy. These phenomena are approached from three perspectives:

- **Economics:** Emergence and economic implications of collaborative production, the configuration of a new production model based on open knowledge, level of economic activity and business models.
- **Public policies:** Policy co-creation and political innovation in emerging areas of public policy, and conflict and social mobilization associated with the regulations of socio economic innovation.
- **Methodological innovations and future studies:** Open science and methodological innovation emerging from collaborative economy applied to research and other ambits. Governance dilemmas and potential scenarios linked to highly innovative frontiers opened up by technological development.

## Group composition

Dimmons is conceived as an ecosystem with diverse forms and degrees of involvement. This approach aims to embrace the findings on the presence of a “power law dynamic” (1/9/90) present in collaborative production (Fuster-Morell, 2010).

Dimmons composition is organized by circles of involvement:

- **Core Team:** Those with a substantial contractual relation with the group, and/or working regularly from Dimmons office. Director, postdocs and PhDs with grant.
- **Dimmons Community:** Composed by Dimmons PhDs, and collaborators (such as professors from UOC studies, former visitors, researchers of other groups or experts and practitioners on Dimmons areas engaged with Dimmons research).
- **Dimmons quadruple helix/ecosystem:** Set of further relations of collaboration, target impact or audience. Which will be presented in the “Map of the ecosystem” section.

## Mapping group attitudes, research interest and methodological orientation

With this “bottom-up” approach based on surveys and co-creation sessions core and community members were target. After a first stage for recognition and initial contact between the core team of Dimmons and its main group of collaborators (researchers of other groups and studies, PhDs candidates, visiting scholars, practitioners, etc) the process focused on mapping affinities and sensitivities, experience in methods and research approaches (visualizing methodological affinities) as well as personal interests of research, which took place in a round of “lightning talks” during the first workshop.

## Research approaches

One of the first steps of the new Dimmons strategic planning was to identify what are the commonalities in relation to personal attitudes and perceived strengths of the members of the group, as well as the wider network of collaborators. During a first workshop meeting, each participant selected the three attitudes and strengths that perceived more related to him or her, with also the possibility to create new “tags” defining how they are (see Figure 1). This allowed to identify how the majority has an attitude towards action-research, giving importance to communication, and are characterised by exploration or intuitiveness in the way they work. Traditional categorization of researchers such as by methods (qualitative or quantitative oriented) or by disciplines is not as present in Dimmons team.

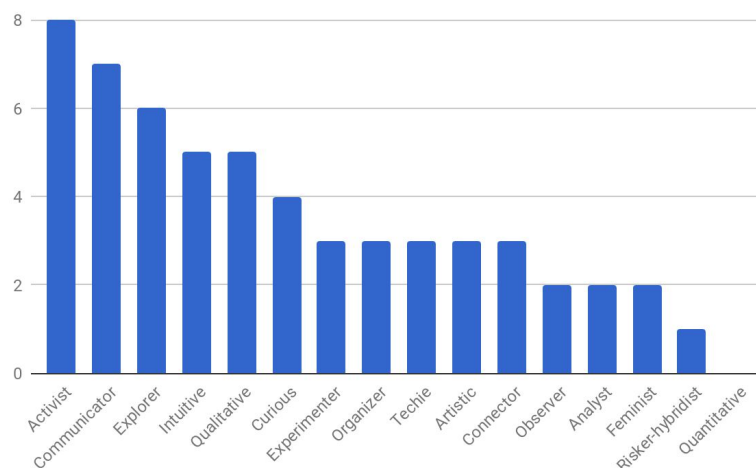


Figure 1: Dimmons research approaches



## Areas of interest in research

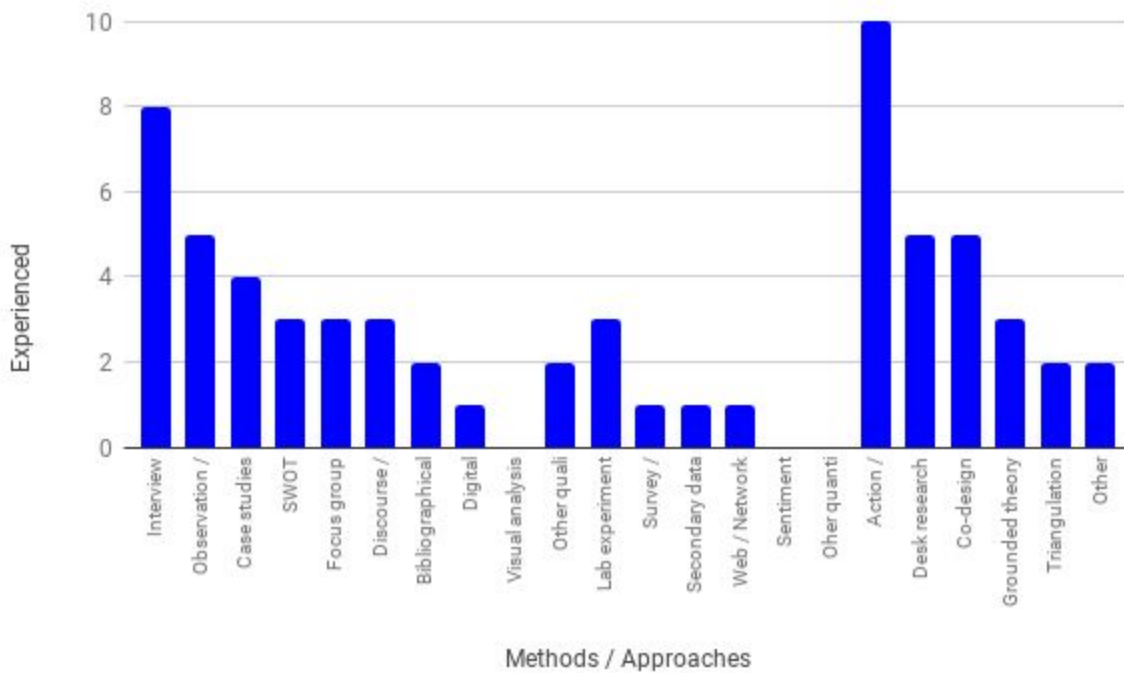
Traditionally to the methodological and topic shared interests and expertise described above, the content analysis (Figure 2) of the different presentations of the group members and collaborators allowed to identify commonalities as well as to discover shared areas of interest. From social and people-centric views of the scientific activity and impact, to issues of transformation or economic processes, and its relation to economy, media, policies and in a broader sense the political domain.



Figure 2: Tagcloud generated after content analysis of the introductions of group members

## Methodological orientation

Another key aspect for developing the strategic planning has been to initially identify the different interests to research methods and approaches within the wider scale of collaborators of the Dimmon group. Ranging from more qualitative to more quantitative methods, as well as wider fields of research, results showed a relevant expertise with interviews and observational methods, while less members of the group were used to apply quantitative approaches such as surveys or lab experiments (Figure 3). On the other hand, approaches like action-research, desk research or co-design were very familiar for a relevant percentage of the group composition.



*Figure 3: Experience with research methods and approaches*

Although not exhaustive, these first visualizations allowed to identify later on in the strategic planning process areas of improvement and implications for the group composition in the mid and long term.

## Strategic diagnosis (SWOT analysis)

The analysis of the internal strengths and weaknesses, as well as external opportunities and threats of the Dimmons group, was conducted in between the analysis and development stages of the strategic planning. First, eliciting about the different SWOT elements via an online survey, and during a second workshop clustering and discussing the results among all participants. This allowed to have a divergence moment where a considerable number of factors were generated, and then a second one of intense convergence and synthesis where the main ones were identified and given a specific category.

Dimmons SWOT	FAVOURABLE	UNFAVOURABLE
<b>I N T E R N A L</b>	<b>Strengths:</b> <ol style="list-style-type: none"> <li>1. Multidisciplinary focus</li> <li>2. Cutting-edge approach</li> <li>3. Transversal impact</li> <li>4. High motivation</li> <li>5. Open experimentation</li> <li>6. Wide reputation</li> </ol>	<b>Weaknesses:</b> <ol style="list-style-type: none"> <li>1. Early stage of the group</li> <li>2. Complexity of action approach</li> <li>3. Team dispersion</li> <li>4. Ineffective departmental relationships</li> </ol>
<b>E X T E R N A L</b>	<b>Opportunities:</b> <ol style="list-style-type: none"> <li>1. Commons "momentum"</li> <li>2. Interest from stakeholders</li> <li>3. Transformation of research for impact</li> <li>4. Barcelona context</li> <li>5. New streams for funding</li> </ol>	<b>Threats:</b> <ol style="list-style-type: none"> <li>1. Rigid university frameworks</li> <li>2. Unstable topic background</li> <li>3. Complexities of applying for funding</li> <li>4. Changing political agendas</li> <li>5. High demand pressure</li> </ol>

*Table summarising the main SWOT elements identified in relation to Dimmons.*

The analysis required also internal meetings of the "core" participants of the group to process the information generated so far, then sharing summary documents to make sure the rest of participants validated the results and had a second chance to inform the process and provide feedback about it.

### 3.3 Strategic plan

## Six strategic objectives for 2018-2023

After the identification of potential strategic objectives connected to the SWOT analysis and rest of knowledge co-generated around the research group, through a series of iterations and a survey there was a definition and prioritization of the following strategic objectives:



#### **O1: REFERENCE PUBLICATIONS - Generate a high-quality research corpus of theoretical framework on socio-economic innovation**

Actions derived from this strategic objective have to do with publishing on top academic journals (specially open access) but also participation in conferences or supporting alternative publications with rigorous content. To become a reference in the field through original and high level generated expertise.



#### **O2: OPEN TOOLS - Contribute to processes in action for the resolution of social challenges by developing research-based resources**

Generate practical open content (data, etc) and open source tools (toolkits, tutorials, indicators, apps, etc) that can have impact beyond academic community, and favor exploitation of results with actions in the field.



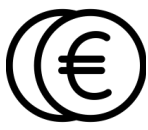
#### **O3: ECOSYSTEM BUILDING - Consolidate a global network of partner organizations for quadruple helix collaboration to favour social impact and resilience**

To reinforce wide alliances with cities and public policy innovation, as well as other economic actors, with activities and events to generate change as well as practical knowledge.



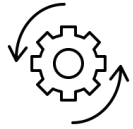
**O4: EMPOWERED TEAM - Consolidate the team with complementary backgrounds, healthy environment and gender-balanced talent**

Actions for new and talented scholarships or academic stays the group, and also to agreements with new members expert in complementary fields, as well as actions for a healthy work environment and mutual care, or an internal gender balance.



**O5: CATALYTIC SUSTAINABILITY - Obtain funding for action-research from competitive calls with high impact and visibility**

Create a diverse and resilient funding scheme. Applying to EU calls or other public funding, to local programs or alliances where we get resources by providing research services.




**O6: UNIVERSITY SHIFT - Engage with open access, Commonification processes, transdisciplinarity, Agile and other changing paradigms in the academic culture**


Actions oriented to "hack" the academic process from within (specially improving institutional processes and performance), but also experimenting with civic participation in science and responsible research and innovation (RRI).

# Actions and key performance indicators (KPI)


Finally, for this first version of the strategic plan of the research group and planning stage, the different actions derived from each objective and its corresponding key performance indicators are summarised in this section.

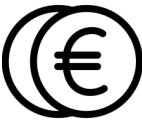
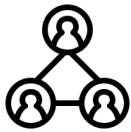
For reaching them, there was a first session with the direction of Dimmons and afterwards an open document to reflect ideal scenarios and potential actions derived from them, all related to the previous analyses. This was followed by a second survey to validate and highlight those objectives and actions that had more support from the team and collaborators around the group.

Dimmons strategic objective	Actions	Indicators
<b>O1: REFERENCE PUBLICATIONS</b>  	O1.1 Increase in scientific production	<ol style="list-style-type: none"> <li>1. Indexed articles for IP (ISI), postdocs and PhD candidates (per year)</li> <li>2. Publications in Quartiles 1-4 (for same categories)</li> <li>3. Book chapters and books (publishers with impact)</li> </ol>
	O1.2 Useful resources to streamline paper publications	<ol style="list-style-type: none"> <li>1. Internal resource for sprint writing, reviewing and submitting papers</li> <li>2. Shared database for journals and conferences</li> <li>3. Index of papers under preparation</li> </ol>
	O1.3 Series of internal/external seminars	<ol style="list-style-type: none"> <li>1. Doctor Dimmons seminars</li> <li>2. Annual conference (Procomuns)</li> </ol>
	O1.4 Active participation in international academic networks	<ol style="list-style-type: none"> <li>1. Conferences participating as paper givers or keynotes</li> <li>2. Posters in conferences</li> <li>3. Membership as peer-reviewers in publications</li> <li>4. Memberships of academic boards of projects / journals</li> </ol>

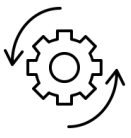
		5. Not attendance to conference as mere participants
	O1.5 Responsive research agenda for aligning theory with new tendencies	<ol style="list-style-type: none"> <li>1. Search report on queries to Google and other tools about tendencies</li> <li>2. Collaborations with experts and practitioners in other fields</li> </ol>
<b>O2: OPEN TOOLS</b> 	O2.1 Communication plan and new Dimmons website platform as repository in accordance with the strategic plan	<ol style="list-style-type: none"> <li>1. Dimmons communication strategy plan</li> <li>2. Improved features of Dimmons website</li> <li>3. Visit metrics of the website</li> </ol>
	O2.2 Replicable and tested toolkit for digital platforms and policy co-creation	<ol style="list-style-type: none"> <li>1. Beta version of the toolkit Col·lacy for digital platforms</li> <li>2. Beta version of the toolkit for policy co-creation</li> <li>3. Translated versions to English, Spanish, Catalan</li> <li>4. Downloads from the Dimmons repository and mentions in Social Media</li> <li>5. Documented use by other researchers, entrepreneurs and policy-related practitioners</li> </ol>
	O2.3 Data commons platform for open research and visualizations on collaborative economy	<ol style="list-style-type: none"> <li>1. MVP of the data commons platform in use</li> <li>2. Beta version of the data commons platform</li> <li>3. Visit metrics of the platform</li> <li>4. Data packages contributed by other organisations</li> <li>5. Publications about the visualizations generated (from Dimmons or other groups)</li> </ol>
	O2.4 Alternative indicators to research	<ol style="list-style-type: none"> <li>1. Manifesto for action-research impact metrics</li> <li>2. Shared guidelines for alternative indicators</li> </ol>



	metrics, for social impact of the group	3. Report about social impact of Dimmons based on the shared guidelines
<b>O3: ECOSYSTEM BUILDING</b>  	O3.1 Projection and creation of policy-related links with cities	<ol style="list-style-type: none"> <li>1. Organisation of Sharing cities meeting</li> <li>2. Number of agreements or formal alliances with cities</li> </ol>
	O3.2 Training track for co-creation & action-research facilitation	<ol style="list-style-type: none"> <li>1. Learning materials generated (for UOC or other projects)</li> <li>2. Courses online about the topic</li> <li>3. Offline workshops about the project</li> </ol>
	O3.3 Dimmons dissemination and media outreach plan	<ol style="list-style-type: none"> <li>1. Communication plan focused on media outreach and advocacy</li> </ol>
	O3.4 Master at UOC about collaborative economy	<ol style="list-style-type: none"> <li>1. Materials generated for the Master</li> <li>2. Number of students</li> <li>3. Experts and organizations collaborating</li> </ol>
	O3.5 Shared network agenda for contacts and alliances	<ol style="list-style-type: none"> <li>1. MVP application of the agenda tool</li> </ol>
	O3.6 Closer relation at local level with Generalitat	<ol style="list-style-type: none"> <li>1. Meetings with representatives</li> <li>2. Projects derived from connecting</li> </ol>
	O3.7 Wider intellectual dialogue at local level with other disciplines	<ol style="list-style-type: none"> <li>1. Events attended from other organisations or agents</li> <li>2. Events organised with other organisations or agents</li> </ol>
<b>O4: CATALYTIC SUSTAINABILITY</b>	O4.1 Strategic competitive proposals and research agreements	<ol style="list-style-type: none"> <li>1. IP-oriented funding programs (ERC, ICREA)</li> <li>2. European funded proposals</li> </ol>

	and contracts	
	O4.2 Participation in review committees of EU projects	<ol style="list-style-type: none"> <li>1. EU funded projects with Dimmons as advisors</li> <li>2. Meetings in Brussels / online for new calls</li> </ol>
	O4.3 Strong relation with organization as partners in East Europe	<ol style="list-style-type: none"> <li>1. Creation of an East Europe partner</li> <li>2. Organizations collaborating</li> <li>3. Projects in common since collaboration</li> </ol>
	O4.4 Cooperativist-oriented spinoff of Dimmons activity	<ol style="list-style-type: none"> <li>1. Viability plan of the spin-off</li> <li>2. MVP of the service for initial activity</li> <li>3. Funding derived from activity</li> </ol>
	O4.5 Protocol for sharing funds and resources with other organisations	<ol style="list-style-type: none"> <li>1. Defined position of Dimmons in the ecosystem and protocol of monetary relations (when accept retribution from collaborations)</li> <li>2. Directory of pilots and other collaborations funded via Dimmons</li> </ol>
<b>O5: EMPOWERED TEAM</b> 	O5.1 Presenting proposals for attracting talent in competitive competitions of prestige and curricular valorisation	<ol style="list-style-type: none"> <li>1. IP accreditation processes</li> <li>2. New PhD candidates joining Dimmons with own funding</li> <li>3. Postdoc winning by Dimmons PhDs</li> <li>4. Presentation of proposal to join Dimmons by international researchers</li> </ol>
	O5.2 Pool of profiles and other resources for detecting and attracting talent	<ol style="list-style-type: none"> <li>1. Shared directory with collaborators and potential candidates</li> <li>2. New members of the group, part-time or full-time</li> </ol>
	O5.3 Added talent in specific positions for	<ol style="list-style-type: none"> <li>1. New data analysis / development expert</li> <li>2. New economics / statistical expert</li> </ol>

	the group	3. Projects related to data analysis and development
	O5.4 Improved capacity for organisation of events and sessions	<ol style="list-style-type: none"> <li>1. Shared “howto” document for practical guidelines</li> <li>2. Survey for participants in Dimmons events</li> </ol>
	O5.5 Team consolidation and Dimmons community	<ol style="list-style-type: none"> <li>1. Workplan “core” team</li> <li>2. Dimmons community meetings (Grup Recerca Emergent)</li> </ol>
	O5.6 Established Dimmons Gender action plan	<ol style="list-style-type: none"> <li>1. Defined Dimmons Equality Plan</li> <li>2. Internal application and testing of a pilot resource plan</li> </ol>
	O5.7 Agenda of celebrations related to achievements and open activities	<ol style="list-style-type: none"> <li>1. Shared tool for transversal information about dates and goals</li> <li>2. Internal events and celebrations</li> </ol>
	O5.8 Program of skill and expert development for group members	<ol style="list-style-type: none"> <li>1. Individual courses for expanding skills and background of the team</li> <li>2. Collective learning experiences as team</li> </ol>
	O5.9 Shared resource for welcoming and common knowledge	<ol style="list-style-type: none"> <li>1. Welcome kit to Dimmons with practical info</li> </ol>
	O5.10 Protocols for research reflection and respectful convivence	<ol style="list-style-type: none"> <li>1. Shared resource and agreement for personal paces</li> <li>2. Internal survey for work satisfaction</li> </ol>

	O5.11 Code for ethics behaviour and technological sovereignty	<ol style="list-style-type: none"> <li>1. Shared guidelines for ethical professional and action-research integrity</li> <li>2. Shared guidelines for technological sovereignty within the group</li> <li>3. Migrations to open source and ethical tools for regular activity</li> </ol>
<b>O6: UNIVERSITY SHIFT</b>  	O6.1 Strategic planning, with a co-created methodology	<ol style="list-style-type: none"> <li>1. Published strategic plan 2018-2023 incorporating feedback</li> <li>2. Academic paper about the process</li> </ol>
	O6.2 System of indicators about research and management of the group to track and achieve the strategic planning	<ol style="list-style-type: none"> <li>1. Metrics of performance in Kanboard</li> </ol>
	O6.3 Reduction of time dedicated to management and frustration with research services	<ol style="list-style-type: none"> <li>1. Internal "HowTo" document with useful protocols</li> <li>2. Research assistant position (part-time)</li> <li>3. Proposals of improvement and critics of functionalities</li> </ol>
	O6.4 Interdisciplinary activities with technology-oriented research groups	<ol style="list-style-type: none"> <li>1. Shared action or initiative with a IT-related group, from UOC or external</li> </ol>
	O6.5 Methodological experimentation & design of new co-creation methods	<ol style="list-style-type: none"> <li>1. Documented sessions for co-designing methods and materials</li> <li>2. Tested methods and materials</li> <li>3. Paper about the meta-process</li> </ol>

	O6.6 New appropriated formats as channels of publication and research dissemination	<ol style="list-style-type: none"> <li>1. Events related to new formats and channels for research culture</li> <li>2. MVP publication of P2P citizen science journal</li> <li>3. MVP of art and performance communication of science</li> </ol>
	O6.7 Amplified expertise in post-normal and future studies	<ol style="list-style-type: none"> <li>1. Events related to the field</li> <li>2. Publications connecting with the theoretical framework</li> </ol>
	O6.8 Joined forces with civic processes to foster knowledge shifts between academia-society	<ol style="list-style-type: none"> <li>1. Documented meetings and events with civil society actors</li> <li>2. Publication about the process</li> <li>3. Campaign in favor of open knowledge</li> </ol>

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